



**Bedford
Regional
Water Authority**

2015 STRATEGIC PLAN

PROVIDING QUALITY SERVICE FOR EVERYONE

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The Strategic Planning Process

As the Bedford Regional Water Authority (“Authority”) rounded out its first year as the water and wastewater provider for the Town of Bedford and Bedford County, many of the consolidation challenges were resolved and the new Authority was proven to function smoothly. It was then time for the Authority to think about its future growth and goals for the upcoming years; the Authority decided that it was time to develop a strategic plan to provide the best guidance for the future.

The Authority went through an interview process to select a strategic planning consultant to guide the Board of Directors and the staff through the planning process. After interviewing three candidates, the decision was made to hire Terry King of IDEAL Consulting.

Mr. King conducted five meetings where both members of the Board of Directors and management staff were in attendance. Mr. King used the former Bedford County Public Service Authority’s (“PSA”) strategic plan as a starting point, and the group began evaluating the mission and vision statement, core value, and SWOT (strengths, weaknesses, opportunities, threats) from the PSA’s plan. The mission, vision, and values stayed the same, while minor adjustments were made to the SWOT.

Mission Statement

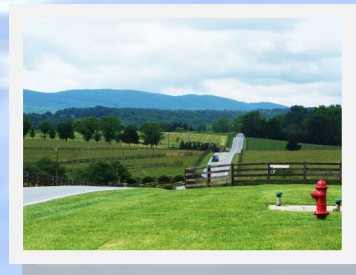
The Bedford Regional Water Authority exists to provide its customers with high quality water and wastewater services at rates that are reasonable and just. The Authority shall anticipate the needs of the greater community by continually maintaining responsive, reliable service and through systematic expansion whenever economically possible.

Vision Statement

The Bedford Regional Water Authority strives to provide quality, responsive, reliable, and efficient services utilizing the latest technology and highly trained staff. Through leadership, the Authority endeavors to maintain a work environment that attracts and retains professional, highly competent, motivated, and dedicated employees.

Values

- ◆ Excellent, high quality service
- ◆ Creativity
- ◆ Independence
- ◆ Efficiency
- ◆ Honesty, integrity, and respect
- ◆ Fiscally responsible
- ◆ Open communications with public and employees



Core Value

Providing quality service for everyone.

SWOT Analysis

Strengths:

- ◆ Good Use of Technology
- ◆ Fiscal Management
- ◆ Excellent Employee Benefits
- ◆ Customer Service
- ◆ Dedicated, Intelligent Employees
- ◆ Producing High Quality Water and Wastewater
- ◆ Programs and Policies
- ◆ Leadership

Weaknesses:

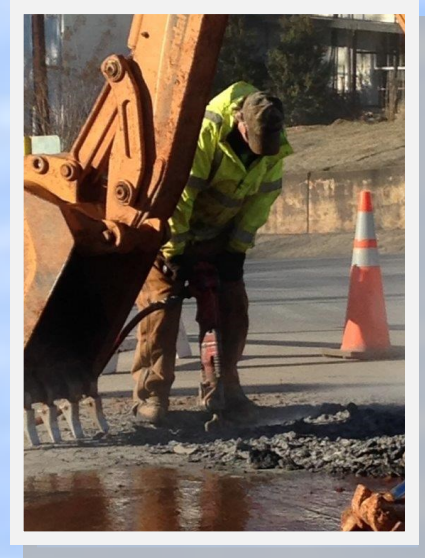
- ◆ Communication
- ◆ Small Staff
- ◆ Lack of Safety Programs
- ◆ Limited Capital Improvement Funding
- ◆ Public Understanding
- ◆ Organizational Segregation

Opportunities:

- ◆ Better Use of Technology
- ◆ Expansion of Customer Base
- ◆ More Services for Customers
- ◆ Provide More Public Relations Outreach
- ◆ Working Relationships w/Other Organizations
- ◆ Keeping Fair, Low Rates
- ◆ Employee and Leadership Development

Threats:

- ◆ Economic Conditions
- ◆ Financial ability to keep up with Technological Advances
- ◆ Financial ability to keep up with Unanticipated Government Regulation
- ◆ Uncontrollable Environmental Factors
- ◆ Customer Demographics



Finalizing the Goals

After defining the guiding principles, each individual in the planning group identified projects, goals, and initiatives that they would like met in the strategic plan. Mr. King compiled the responses into a list of 60 goals. The 60 responses were then narrowed down to 16 by the group, and then down to the five most important goals in which the group thought that the Authority should focus its efforts on. With these five items identified, the group then began to formulate these ideas into SMART (Specific, Measureable, Attainable, Realistic, Timely) goals to more clearly define them. Once these goals were identified, each was then further analyzed to define who, what, where, when, why, and how the tasks would be completed; benchmarks, accountability, organizational investment, and success measurement of these goals were defined for calendar year 2015. This was done to provide more direction for each goal and to clearly establish the amount of time and money the Authority will be investing.

With these goals defined, the Authority has clear direction on where to focus its efforts, beyond the normal operating requirements. Even with these detailed goals, the strategic plan is a fluid document that is meant to change with the organization over the years. It is meant to be reevaluated regularly to ensure that the focus is still on where the Authority's efforts need to be placed.

The Authority intends to formally reevaluate the plan in the fall of 2015; the work completed to date will be reviewed, and the results will be analyzed to determine what adjustments are needed for 2016. If circumstances indicate that a change is needed prior to the formal evaluation, the plan may be evaluated sooner and changed if necessary.

The strategic plan is not to take away focus from the Authority's main objective of providing quality water and wastewater services, but rather it is meant to add in the organization's ability to better and more efficiently serve its employees and customers.

To keep the public updated on the Authority's progress in meeting the plan's goals, a report will be added to the monthly board packet for the Board of Director meetings; these packets are posted on the Authority's website where the public may access them at any time.

With the strategic plan providing guidance for the Authority, the Board of Directors and staff can stand behind the plan and begin working in 2015 towards accomplishing these goals in order to enhance the efficiency and effectiveness of the Authority.



SMART GOALS

Goal – 1 Open communication between employees quarterly

SMART Goal: Encourage communication among the employees of BRWA across departmental lines quarterly effective March 2015

Who? All employees will be invited and encouraged to attend

What? Informative meeting held by Brian or Dennis along with a Departmental Manager

Where? Various locations – BRWA Board Room/ conference Room or different facilities

When? Quarterly

Why? Promotes open communication from executive leadership to the workforce. This provides a means of honest communication from each department to all employees over the course of a year.

How? Coordinate with managers to share about how their department impacts the BRWA. Executive Director/Asst. Director will share each time about general company policy and upcoming events.

Success In 2015: Make four communication meetings (Winter Luncheon, Spring Fling, and two others) available for employees to attend and provide input and/or feedback.

Goal- 2 Increased Accountability

SMART Goal: Collaborate to determine and correct the causes of significant water loss/production and billing of water/waste water services provided by BRWA each month effective November 2014

Who? Customer Service, Operations, Engineering, and Maintenance

What? Operations will monitor production, routinely ensure that production meters are accurate. Customer Service will ensure that the billing systems are configured so that consumption volumes are not distorted by billing adjustments. Engineering – map large losses to narrow down loss areas. Maintenance installs leak detectors.

Where? Various areas in the service area

When? For the first six months this will take place monthly after that time it will take place at least quarterly.

Why? To increase efficiency, recover un-captured revenue, reduce the need to search for additional water sources and help sustain long term water supplies

How? By using top down and bottom up processes to validate the water audit data

Success in 2015: Bring overall accountability level to 70% or above for each system.

Goal – 3 Expand SCADA System

SMART Goal: Develop an implementation plan for SCADA to establish cost and priority of installation. Begin installation per plan.

Who? Info systems, Maintenance Manager, Facilities Maintenance Crew, contracting w/ system integrator, Operations Manager, service providers based on locations

What? Develop a plan to prioritize the sites to install SCADA and then begin installation and integration of logic controllers at each location, with equipment upgrades as necessary to provide functions and/or reporting capabilities as needed at each location in the Central system.

Where? Planning meetings take place in conference room at main office, with visits to specific sites as necessary. Installation at places w/o SCADA as identified in plan – mainly Central system and SMLWTP

When? Plan by February 2015. Installation - begin implementing plan and installation February 2015 – June 2017

Why? Remote access and monitoring for sites will reduce operator time necessary to manually visit each site. The ability to record data for the sites enables long-term performance analysis and effects of inflow and infiltration in the wastewater system.

How? Operations put together a prioritized list based on history and use to develop a plan. Coordinate funding. Hire consultant to install program in conjunction with Information Systems.

Success in 2015: Connect the three pump stations in Central service area to SCADA and create a plan that includes costs on how to connect the remaining nine sites and two treatment plants.



Goal – 4 Public Relations/Public Education

SMART Goal: Provide public outreach and education through public events which could include open houses and/or tours, attendance at business expos, community events, and other public events and interdepartmental collaboration to raise general awareness of the BRWA operation. The type of events will be determined partly by the board and staff and partly by public feedback results.

Who? Each department will play a role since each department has contact with the public. This will be led by the Board of Directors, management, and the communications coordinator. The community will also be involved through surveys and possible focus groups to measure the effectiveness of the campaign.

What? Possibly attend business expos, community events, and other public events, hold open houses and/or tours, gather public feedback, and provide training for each department based on their role and need.

Where? Local community area as needed, BRWA sites, any outside training facilities/meeting rooms needed.

When? Beginning January 2015 develop plan for outreach events and training needed while also getting public feedback. Begin implementation of plan in May 2015 through December 2015. January 2016 gather public feedback and evaluate progress and future steps for the next year.

Why? To enhance public perception of the BRWA. To have the public understand who the BRWA is, what we do, how we do it, and why we make the decisions we do.

How? Strategies that may be implemented include: Gather information from public (surveys, focus groups, etc.) to determine public perception of the Authority before and after outreach programs and training. This will help give direction for the public events the Authority will attend. Attend public events with a focus on providing more educational items to attendees. Invite the public onsite for an open house and/or tours to allow the public to see our facilities.

Success in 2015: Solicit input from the public about the type of public outreach events and educational programs they would like for the Authority to provide. Provide public relations training for each department, so that every employee can serve as an ambassador of the Authority.



Goal – 5 Develop Capital Improvement Plan

SMART Goal: To develop a Capital Improvement List by February 2015 and submit to the Board for approval in April 2015. This list will be developed into a plan and be reviewed annually as part of the budget process

Who? All BRWA managers, the Finance Committee, Plant Superintendents, Leads, and the Board

What? All of the managers will submit their requests to Rhonda for inclusion in the list. Brian, Dennis and Jill will provide feedback and consultation (on scope, affordability, etc.). After a draft has been developed the Finance Committee will review and provide recommendations and feedback.

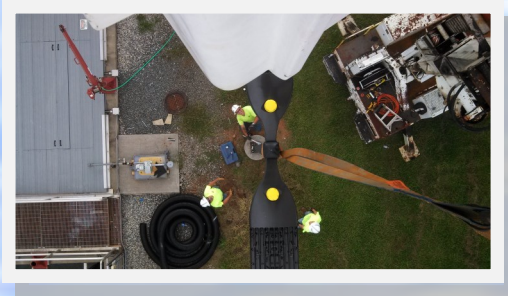
Where? BRWA offices

When: Managers will begin developing their requests in December 2014. Rhonda will develop the draft and the management team will prioritize the requests in January 2015. The draft will be updated and sent to the Finance Committee for review and recommendations in February or March. The Committees recommendations will be included in the plan and taken to the Board in April for adoption. If the Board has additional feedback a motion to approve the plan may be delayed until May 2015.

Why? A capital improvement plan is important for managers to understand and prioritize the needs of the Authority as a whole. Also, the plan will inform the public on the needs of the Authority.

How? A kickoff meeting will be scheduled with all managers to discuss and explain departmental needs and look for potential overlap. There will be coordination with managers and information will be provided during the entire process leading up to Board approval.

Success in 2015: Create a list of all capital improvement projects to assist in preparing the FY2015-2016 budget. After budget approval, the list should then be amended to become a more comprehensive CIP plan by the end of the year.



Questions?

Questions or comments about this report and any of its contents? The Authority would love to speak with you! Please contact the Authority by:

- Calling at (540) 586-7679
- Emailing at brwa@brwa.com
- Liking the Authority on [Facebook](#)
- Following on Twitter [@BedfordWater](#)
- Connecting on [LinkedIn](#)
- Visiting the Authority website at www.brwa.com

